

Probation Oversight Committee

QUESTIONS FOR VINCENT HOLMES, CEO SERVICE INTEGRATION BRANCH JULY 6, 2016

- 1) What is the status of juvenile reentry efforts in Los Angeles County?

Reentry efforts in Los Angeles County are coordinated by the Probation Department. Over the last 5 years, the Chief Executive Office-Service Integration Branch (CEO-SIB) has assisted the Department with instituting several best practices aimed at increasing the success of probation youth in camp settings as they transition back to their respective communities. Examples of those efforts include:

- **2010 Department of Justice Grant which provided funding to support juvenile probationers and their families as youth transitioned back into their communities. Funds provided mental health and family counseling services.**
- **Creation of Juvenile Reentry Council which provided informal oversight over the reentry efforts of juveniles. Reviewed the transition of youth from camp back into the community to ensure they were school attached and progressing steadily.**
- **Development of Camp Transition Manual to ensure youth were connected to mental health services, educational and other resources necessary for a successful transition and that there was an accountability system in place to identify responsibilities of all partners.**
- **Revision of the Camp Multidisciplinary Team Tracking Form used to assess the progress of camp youth beginning, during and after camp placement.**

- 2) Since the release of the report on juvenile reentry in Los Angeles County has there been a follow-up as to what is working, what is not working, and what gaps need to be filled in terms of reentry?

We are not sure which report is being referenced.

- 3) How are we measuring recidivism at this point in time in Los Angeles County and what is the juvenile recidivism rate?

There have been multiple definitions of recidivism. The Probation Department is the subject matter expert on the definitions, which ones are being used and the current juvenile recidivism rate.

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- 4) What has been the impact of the day reporting centers in LA County?

The CEO-SIB has not been involved in the development of the Juvenile Day Reporting Centers.

- 5) Do we currently have a comprehensive County-run strategy to address gang intervention and prevention? It is estimated that gang affiliation among juvenile probationers exceeds 50% of the total population.

There is no comprehensive County strategy to address gang violence. The County did initiate a Gang Violence Reduction Initiative in 2007 that developed prevention and intervention efforts aimed at reducing gang involvement and intervening in the lives of gang-involved youth. The hallmarks of that effort included:

- **Parks After Dark (PAD) which was created to reduce gang crime and community perceptions of safety by increasing activities and use of County parks during the summer months. Youth and families were especially engaged to showcase positive family-centered activities. Gang intervention workers were hired to reach out to gang members and encourage their peaceful engagement with park activities. Initially started at 3 parks, PAD programming quickly grew to 5 parks, and now boasts 21 parks.**
- **2010 grant award from the Department of Justice in the amount of \$1.5M which was used to increase mental health and social services for probation camp youth and their families. While in camp, the families of probation youth were assessed and offered services to increase the resiliency of the family in hopes of creating a stronger living environment for the returning youth.**
- **A memorandum of understanding (MOU) between the Probation Department, Registrar-Recorder and Chief Executive Office which ensured that all probation youth were provided with a free copy of their birth certificate to assist with school enrollment and employment opportunities.**

- 6) The vision of the Service Integration Branch states (SIB) "The vision of the Chief Executive Office's Service Integration Branch (SIB) is to develop the leadership, planning, data, and capacity for achieving the Board of Supervisor's direction for delivering services to children and families in a seamless fashion. SIB's mission is to: support and coordinate collaborative policy development; assist County departments with integrating service delivery systems; and help provide children and families with needed information.

SIB supports the commitment of the Board to achieve the following strategies for children and families well-being in Los Angeles County by: 1) developing and implementing client-centered approaches for integrated services; 2) promoting information sharing; 3) increasing cost avoidance strategies that yield improved service outcomes; 4) enhancing partnerships with community-based

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organizations; and 5) maximizing existing resources and program effectiveness through program evaluation and improved data management.

Please explain how the above vision is accomplished.

CEO-SIB receives assignments largely at the direction of the Board of Supervisors. CEO-SIB is normally called upon to assist with coordinating Board directives when there are multiple County departments needed to plan and implement a Board directive. In those instances, CEO-SIB serves as the facilitator.

- 7) Does the SIB have a process to determine how client centered approaches, information sharing, improved service outcomes, enhanced partnerships with CBO's, and maximized resources through program effectiveness evaluation and improved data management are achieved? Please describe.

- 8) **Once assigned a task by the CEO, CEO-SIB takes all necessary steps to facilitate the directive of the Board. The appropriate approach is often determined by the particulars of the assignment. Where appropriate, CEO-SIB will engage with community organizations, work to improve County processes and develop recommendations needed to improve or maximize services delivered by County departments.**

- 9) Is Probation included under the children and families umbrella of SIB and the SIB units? Adults and juveniles?

In most instances, when addressing the challenges of at-risk youth, Probation youth are considered in the planning and development of interventions. Adults in the criminal justice system are not consistently included in planning.

- 10) How are the client centered approaches and strategies to carry out the SIB vision developed and evaluated?

Most CEO-SIB related efforts are transitioned to County departments for implementation and evaluation. County departments are normally the home of programmatic efforts.

- 11) Are there currently Corrective Action Plans and Strategies in place? How are they implemented, evaluated and revised?

CEO-SIB does not have oversight over County departments and would not be responsible for the development of corrective action plans.

- 12) How is the updated data utilized to improve services and outcomes for Probationers and assure compliance and effectiveness?

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CEO-SIB does not have oversight over County departments and would not be responsible for assuring compliance.

- 13) Are strategies, findings and corrective action plan implementations reported to any citizen oversight bodies or to the Board of Supervisors?

Ultimately, all strategies, findings or corrective action plans are reported to the Board of Supervisors.

- 14) Who has oversight responsibility of strategic and/or corrective action plan findings, recommendations, implementation of adopted recommendations and evaluating outcomes?

Ultimately, the Board of Supervisors.

- 15) How is this process maintained in an ongoing comprehensive manner to assure the appropriate actions are implemented and findings addressed?

The Board of Supervisors may take whatever steps it deems necessary to ensure that its directives are carried out.

- 16) Are intervention strategies or corrective action plans generated by SIB or by BOS directive?

When directed by the Board of Supervisors, the CEO-SIB may develop recommendations regarding an issue identified by the Board of Supervisors. In those instances, the recommendations may include suggested corrected actions or needed interventions.

- 17) What improvements or changes of oversight would the SIB recommend?

Not Applicable.

- 18) Based on your website, the SIB's *Integrated Services and Partnerships Unit* supports the implementation of place-based partnerships involving County and non-County partners with the purpose of improving outcomes for children and their families through an integrated system of services and non-service supports. Do you consider "children and families" to include juveniles and adult family members on probation? If so, what is the role of the SIB with respect to youth and families involved in Probation?

As noted in Question and Response # 9, youth whether a part of the welfare system or juvenile justice system, are normally considered when developing strategies to support children and families. Those efforts do

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not always consider the complex nuances of adult family members on probation or that are a part of the criminal justice system.

- 19) What interaction does the SIB have with the Office of Child Protection?

While in two separate departments – Service Integration Branch (CEO) and Office of Child Protection (Executive Office of the Board of Supervisors – both CEO-SIB and the Office of Child Protection (OCP), work collaboratively to improve County systems and community efforts aimed at improving the lives of youth. PAD was recently identified by OCP as one of the primary tools for its prevention efforts and CEO-SIB recently provided a set of recommendations to the Board of Supervisors regarding the County's recent adoption of President Obama's My Brother's Keeper MBK Initiative aimed at addressing the success gap faced by boys and men of color. Probation and Foster Care Youth are central to the MBK effort.

- 20) What is the ECC currently doing to improve outcomes for probation youth? Does the ECC work with LACOE and Probation to foster and expand best practices?

The Education Coordinating Council (ECC) is now a part of the Office of Child Protection (OCP). OCP would be better positioned to speak about the current and planned efforts of the ECC.

- 21) Does the SIB interact with any agencies that provide informal or formal oversight over the Probation Department?

CEO-SIB does not currently interact with any agency with oversight over the Probation Department.

- 22) In its Transition Age Youth Report, the SIB noted:

"Many County departments play important roles in the Countywide juvenile justice system, including the Sheriff, District Attorney, Public Defender, Juvenile Courts and Probation Department. In addition to arresting and trying juveniles accused of crimes, County government programs also provide prevention, detention and rehabilitation services for youth who get caught up in the juvenile justice system."

What role does (or could) the SIB play in ensuring that these County government programs charged with providing prevention, detention, and rehabilitation services for youth in the juvenile justice system fulfill their obligations? Does the SIB provide – or have the capacity to provide – any type of formal or informal oversight over the provision of prevention, detention, and rehabilitation services for Probation youth by County government programs?

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The CEO-SIB has recommended several actions related to youth and the juvenile justice system as part of the My Brother's Keeper Recommendations to the Board of Supervisors.

CEO-SIB acts at the behest of the Board of Supervisors normally to facilitate efforts that are cross-departmental. Once recommendations or resolutions are determined, the departments play the critical role of implementing them.

- 23) Please provide an example of any work the SIB has done that has led to programmatic or policy changes affecting children and families involved in the Probation system.

Please refer to question # 1.

- 24) How, in your opinion, might collaboration between County and non-County partners be strengthened to improve outcomes for children and families involved in Probation?

Community partnerships are critical elements to the County's ability to provide services to the residents of Los Angeles County. Where possible, transparency and frequent evaluative reporting on recidivism, prevention efforts and educational and employment progress based on sound data should be used to build trust and improve outcomes.

- 25) How, in your opinion, might oversight efforts over the Probation Department be strengthened?

Transparent and frequent reporting on recidivism, prevention efforts and educational and employment progress based on data are essential elements needed to strengthen any oversight efforts. Whatever structure is recommended by the Probation Oversight Committee or created by the Board of Supervisors will need these elements to effectively provide oversight.